

# HOW DO YOU TAME THE “CULTURE BEAST”?

Monday, April 25th, 2022 | 5pm GMT/12pm EST

## SPOTTING IMPROVEMENT OPPORTUNITIES

Some LPI/LPM teams don't actively look for opportunities within their firms. Instead, they get handed projects from other departments, who have been working with partners. Other LPI/LPM teams generate and keep a running list of ideas as they come. The list is reviewed and revised periodically to prioritize what is best, while presenting improvement opportunities.

Another method of spotting improvement opportunities within the firm is to be observant and listen to feedback. There is a lot to learn from respective departments and employees.

*“Always a lot of low hanging fruit at first, which makes it easy. It's harder as the years pass - you really need to get in on the daily ebb and flow of work to identify areas that can really make an impact.”*

*“At our firm, the LPM group is under the PI/PM umbrella, and while the LPM stream is separate, and legal projects are our priority, we are offered opportunities to help on internal improvement projects, if we have the bandwidth.”*

*“With the great resignation now, it is introducing yourself to the newest attorneys to get them to see the benefits of what we can offer.”*

*“With all the movement happening now, the connections you make in one place will open up new doors elsewhere...and make it harder to stay connected as more and more new*

## HOW DO YOU TAME THE “CULTURE BEAST”?

*“Trying to come up with an answer to this question, when you're at a firm with thirty offices across four continents, will send you into a dark place. We try to get ourselves in front of as many people as possible, and then work with those who see the value in our work.”*

*“You have to play to egos by showing you are listening but also going to design with a new angle.”*

## THE UNION BETWEEN PROCESS AND TECHNOLOGY

Can process and technology have a happy marriage? The consensus is either “Absolutely” or “It's possible...”.

Some believe that they are inseparable, while others think that a happy marriage between process and technology takes time and requires having realistic expectations.

*“If they can't, then there's no point in using the technology. Technology without a process is just something you put on a response to an RFP to show how innovative your firm is.”*

*“Absolutely! Our partners are recognizing that some tasks are better for tech and some are better for people. The tech doesn't steal the work- it amplifies it!”*

*“I think so, but it takes time. We are currently working on managing our software looking for redundancies, what we aren't using, cost, etc. However, the process is so important to have in place, it's chaos without.”*

## URGENCY FOR CHANGE

At large firms, trying to promote urgency for change or urgency to accept a new way of doing things can be difficult, especially having in comparison a small team. The easiest changes are the discrete projects and changes.

*“...When it comes to discrete projects, such as the streamlining of a billing process for a partner who may have 300 active matters at the same time, that urgency typically comes from the partner wanting the change!”*

*“It's the absolute best when the internal client is motivated and bringing their own sense of urgency. Of course, that also comes with the challenge of realistic timelines, but it's a lot more fun to execute for someone who really wants it.”*

*“If anyone has the secret formula for this do let us know...but being able to showcase what the firm is losing from a client perspective by not making the change helps.”*

*“Say this is what other law firms are already doing.”*

## QUICK WINS TO SIGNIFICANT & STRATEGIC INITIATIVES

Quick wins are sometimes converted into significant and strategic initiatives. It can simply come from case studies and getting a name for yourself. Quick wins also lead to internal PR campaigns, allowing to build on the success and innovate on ideas.

*“Sometimes our quick wins - build a budget template, etc. - end up opening a door with that partner to explore what else we can do for them.”*

However, some wins can't really be categorized as quick wins.

*“Unfortunately, none of our wins can really be categorized as “quick.” The improvement projects we get are usually already well under way by the time they reach us - having gone through our IT PMO first because the partners generally expect a technology solution... When the parties realize there isn't a magic technology bullet, that's when they reach out to us to see if we can offer either a process or people-based solution.”*

## QUOTE OF THE DAY

*“The person that can bottle and sell urgency will make millions.”*